



ORGANIZATIONAL BEHAVIOUR - PERSONALITY

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OUTLINE

- ◉ Defining personality
- ◉ History of the concept
- ◉ Key assumptions
- ◉ Determinants
- ◉ Personality theories
- ◉ Self-esteem and self-awareness
- ◉ Measures of personality
- ◉ Other sources of individuality

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The four basic personality types

PERSONALITY



DEFINING PERSONALITY

- ◉ Relatively stable characteristics of an individual which influences his/her behavior, attitudes, motivations and emotions.
- ◉ Dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations (Ryckman, 2004).

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HISTORY OF THE CONCEPT OF PERSONALITY

- ◉ Per + sonare (to sound through)
- ◉ Persona (mask worn in plays)
- ◉ Gordon Allport (1937) pioneer in personality theory and research.

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KEY ASSUMPTIONS



- ◉ Personality is the key to understand an individual's behaviour.
- ◉ Universality versus uniqueness
- ◉ Dynamic versus stability
- ◉ Interactionist perspective

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BIOLOGICAL DETERMINANTS



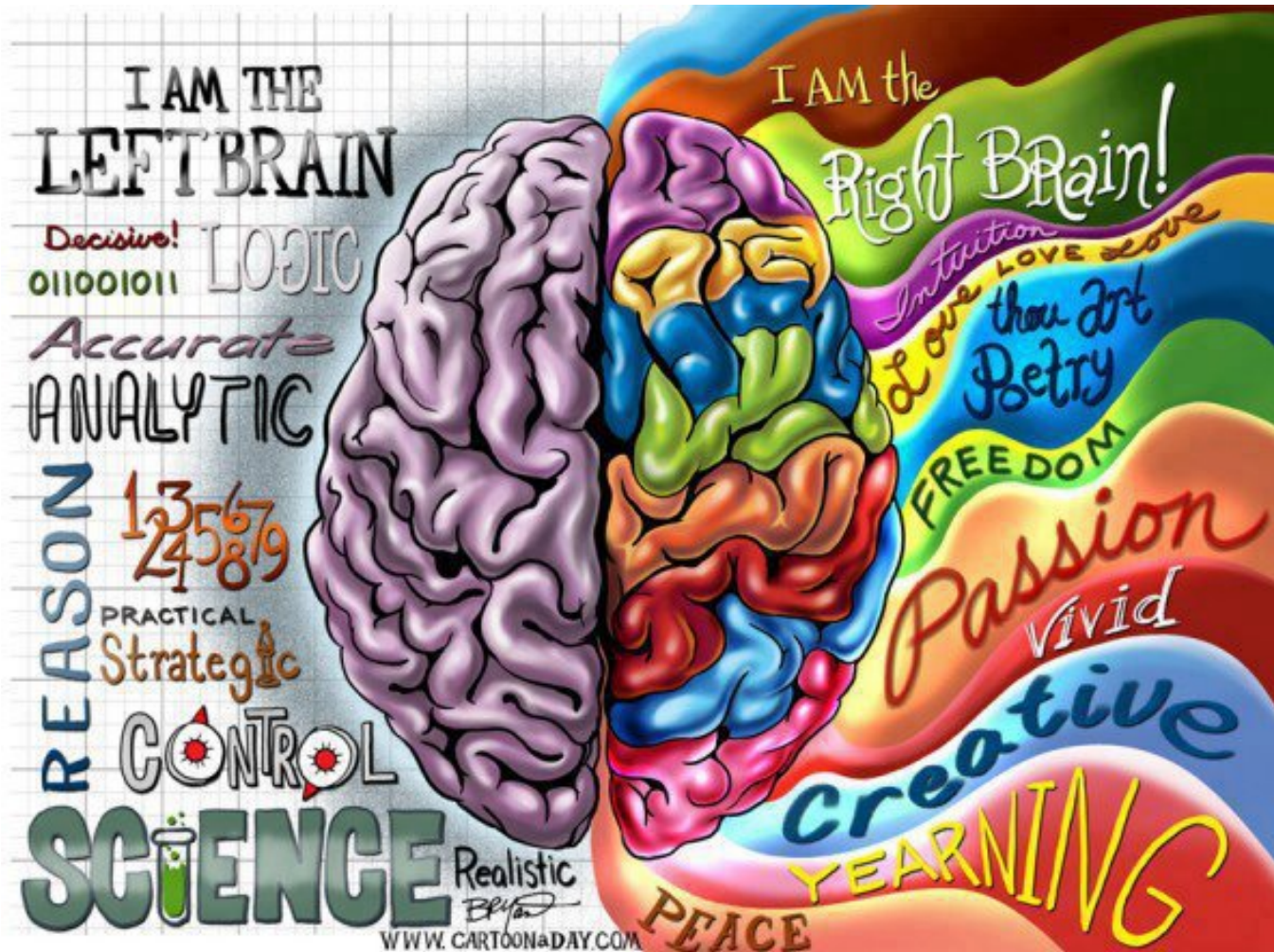
- ◉ The heredity
- ◉ Brain functions
- ◉ Physical features

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GENETIC TRAITS



LEFT BRAIN VS. RIGHT BRAIN DOMINANCE





CULTURAL FACTORS

- ◉ Cultural norms
- ◉ Culture specific behaviours
- ◉ Cultural characteristics

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UPBRINGING



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FAMILY AND SOCIAL FACTORS

- ◉ Early childhood experiences
- ◉ Role of significant others
- ◉ Socialization
- ◉ Identification process

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PERSONALITY THEORIES



- ◉ Intra-psychic theory
- ◉ Type theory
- ◉ Trait theory
- ◉ Social learning theory
- ◉ Self-theory

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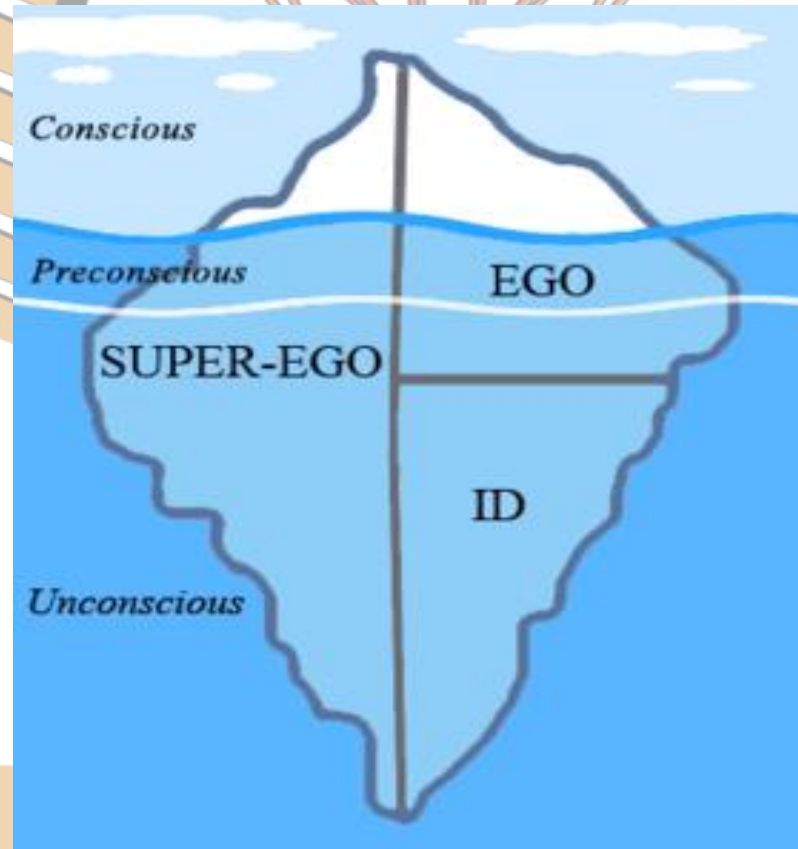
INTRAPSYCHIC THEORY



- ◉ Sigmund Freud and psychoanalytic theory
- ◉ Levels of consciousness
 - Conscious
 - Subconscious
 - Unconscious
- ◉ Three elements of mind
 - Id, Ego and the Super Ego
- ◉ Development of personality
- ◉ Defence mechanisms

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THE TIP OF THE ICE BERG



AGGRESSION AND COMPETITIVENESS



SOCIAL LEARNING THEORY



- ◉ Learning is relatively permanent change in behaviour.
- ◉ All behaviours are learned.
- ◉ Impact of role-models in childhood.
- ◉ Positive and negative reinforcements.
- ◉ Internalized rewards.

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VICARIOUS LEARNING



WHAT MATTERS MOST
IS HOW YOU SEE YOURSELF.



SELF THEORY

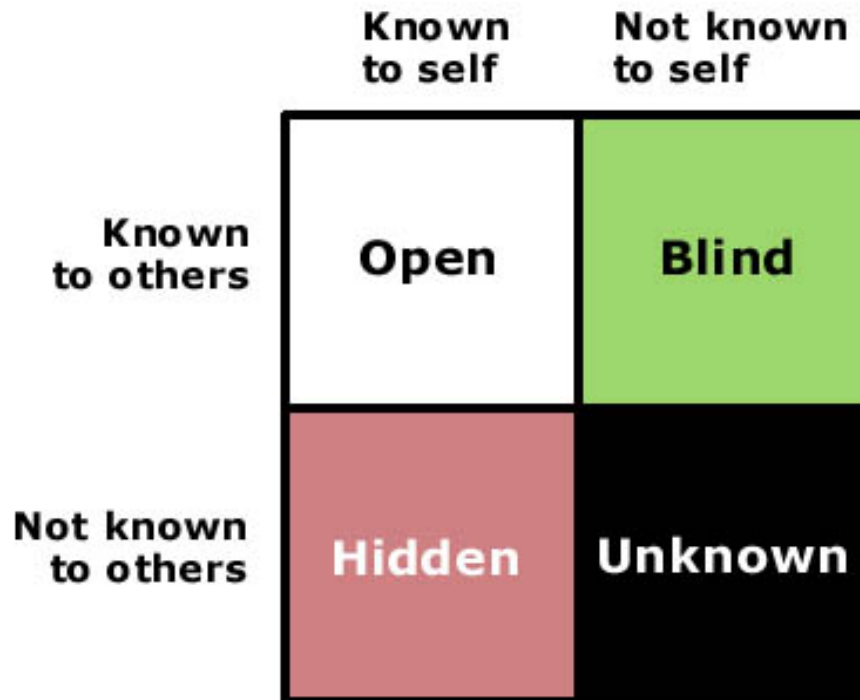


- ◉ Carl Rogers
- ◉ Free will
- ◉ Self-concept
- ◉ The organism
- ◉ Self-esteem
- ◉ The development of self
- ◉ Unconditional acceptance

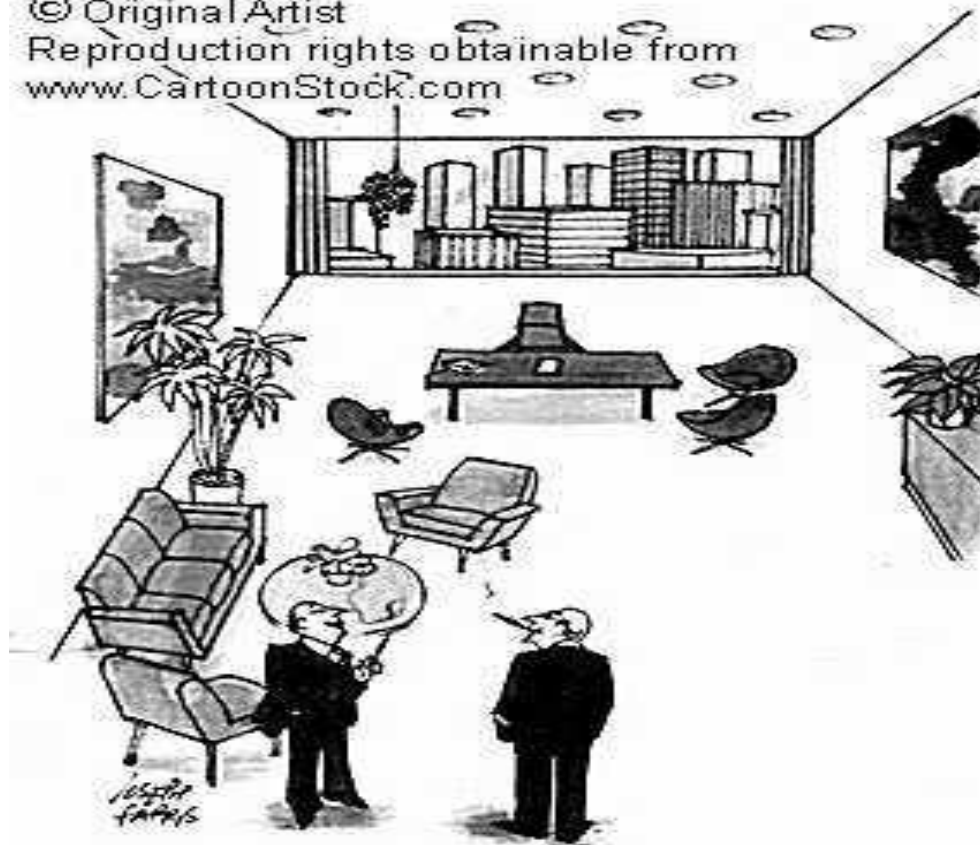
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SELF-AWARENESS

The Johari Window



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"I don't need such a big office as this. My ego does."

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I DON'T NEED SUCH A BIG OFFICE AS THIS, MY EGO DOES

EMPLOYEES WITH HIGH SELF-ESTEEM

- ◉ Happy and satisfied employees
- ◉ Realistic expectations
- ◉ Realistic understanding of self
- ◉ Moderate risk takers
- ◉ Friendly and encouraging
- ◉ Highly motivated
- ◉ Self-disciplined
- ◉ Ready to take responsibilities

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SELF ESTEEM AND WORK BEHAVIOUR

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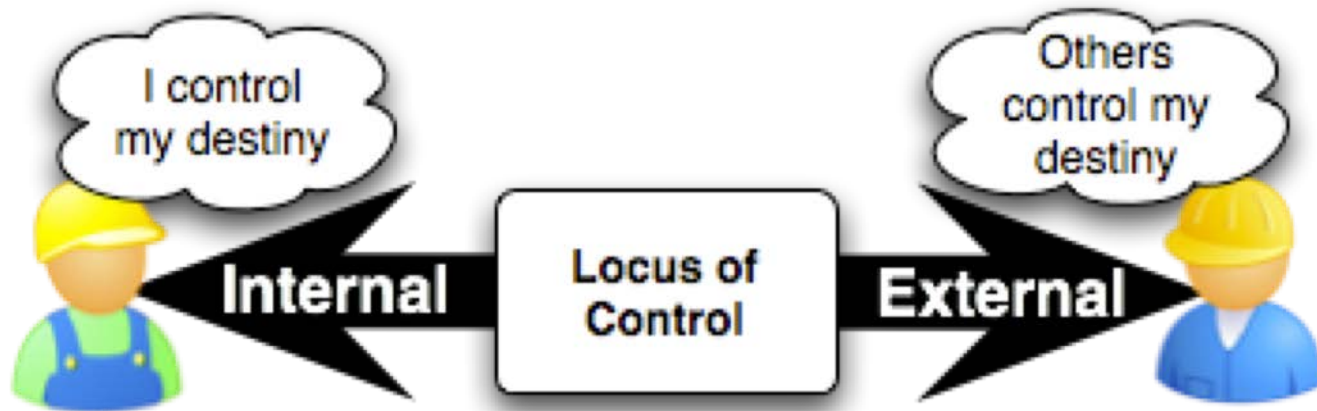
Bernstein

"If I can control everyone
around me, it would help my
damaged self-esteem"

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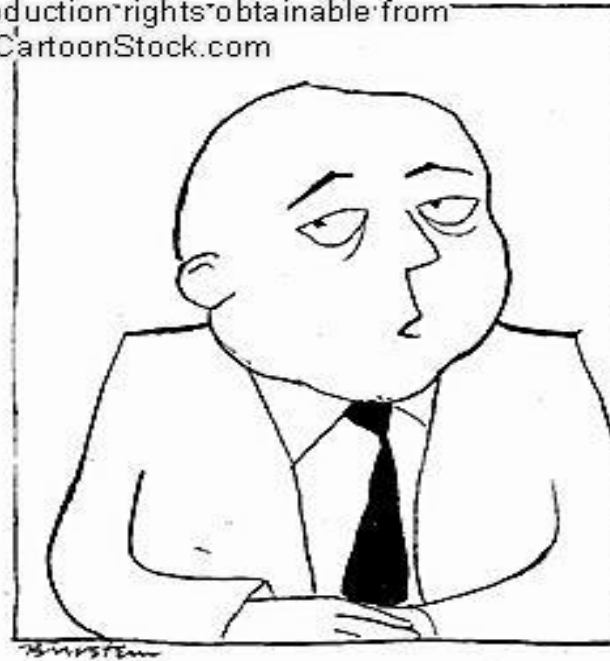
INTELL

LOCUS OF CONTROL



LOCUS OF CONTROL

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"The less I do the more I have control
over. Ultimately I'll have control over
my whole life by doing nothing"

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TYPE AND TRAIT THEORIES



- ◉ Personality type = Personality styles
- ◉ Traits = Individual characteristics

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THE BIG FIVE PERSONALITY STRUCTURE

- ◉ Adjustment
- ◉ Sociability
- ◉ Conscientiousness
- ◉ Agreeableness
- ◉ Intellectual openness

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INTROVERSION AND EXTRAVERSION

- ◉ Focused inside and focused outside

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DOGMATISM

- ◉ Lack of trust
- ◉ Closed minded
- ◉ Authoritative



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AUTHORITARIANISM



- ◉ Obeys to authority and convention
- ◉ Highly dogmatic
- ◉ Power centered

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MACHIAVELLIANISM



- ◉ Willingness to manipulate others for one's own purpose.
- ◉ Are machs successful??

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**"Everything on your resume was lie.
I like that. Welcome to sales!"**

MEASURING PERSONALITY



- ◉ Objective tests
- ◉ Projective tests

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OTHER SOURCES OF INDIVIDUALITY

- ◉ Abilities: mental and physical capabilities to perform various tasks.
- ◉ Skill: an ability that has been learned through training or experience.
- ◉ Aptitude: Acquired or natural ability (usually measurable with aptitude tests), for learning and proficiency in a specific area or discipline. Aptitude is expressed in interest, and is reflected in current performance which is expected to improve over time with training.